
Accelerating Innovation through Knowledge & Learning

“Transferring a Knowledge Management ‘*proof of concept*’ model from the for-Profit sector to the not-for-Profit sector and driving multi-stakeholder cross-sector knowledge sharing practices”

“Knowledge Management Singapore 2014”
iKMS, October 1 2014



KMPact - Backgrounder

An executive with more than 30 years experience providing leadership and inspiration to advance an organisation's mission and vision. With a successful career in both the for-profit and not-for-profit sectors, Geoff has a record of proven success implementing a stakeholder-centric approach to creating sustainable growth and systemic change in various organizations across many functional areas.

Geoff is an impact-oriented leader skilled at leveraging talent to empower and inspire with the ability to grow businesses, organisations, clients, and people, particularly within challenging environments. Organisations that Geoff has worked with / for include:

For-Profit Sector

- Ernst & Young Consulting
- Diageo / Guinness World Records
- The Thomson Corporation / Derwent Information

Not-for-Profit Sector

- Global Footprint Network
- Plastic Disclosure Project
- Project Kaisei



“Capacity Building”

Capacity Building typically focuses on developing the capabilities of an organization so they are better equipped to accomplish the mission it has set out to fulfil. Capacity building in not-for-profit organizations relates to almost any aspect of its work, including:

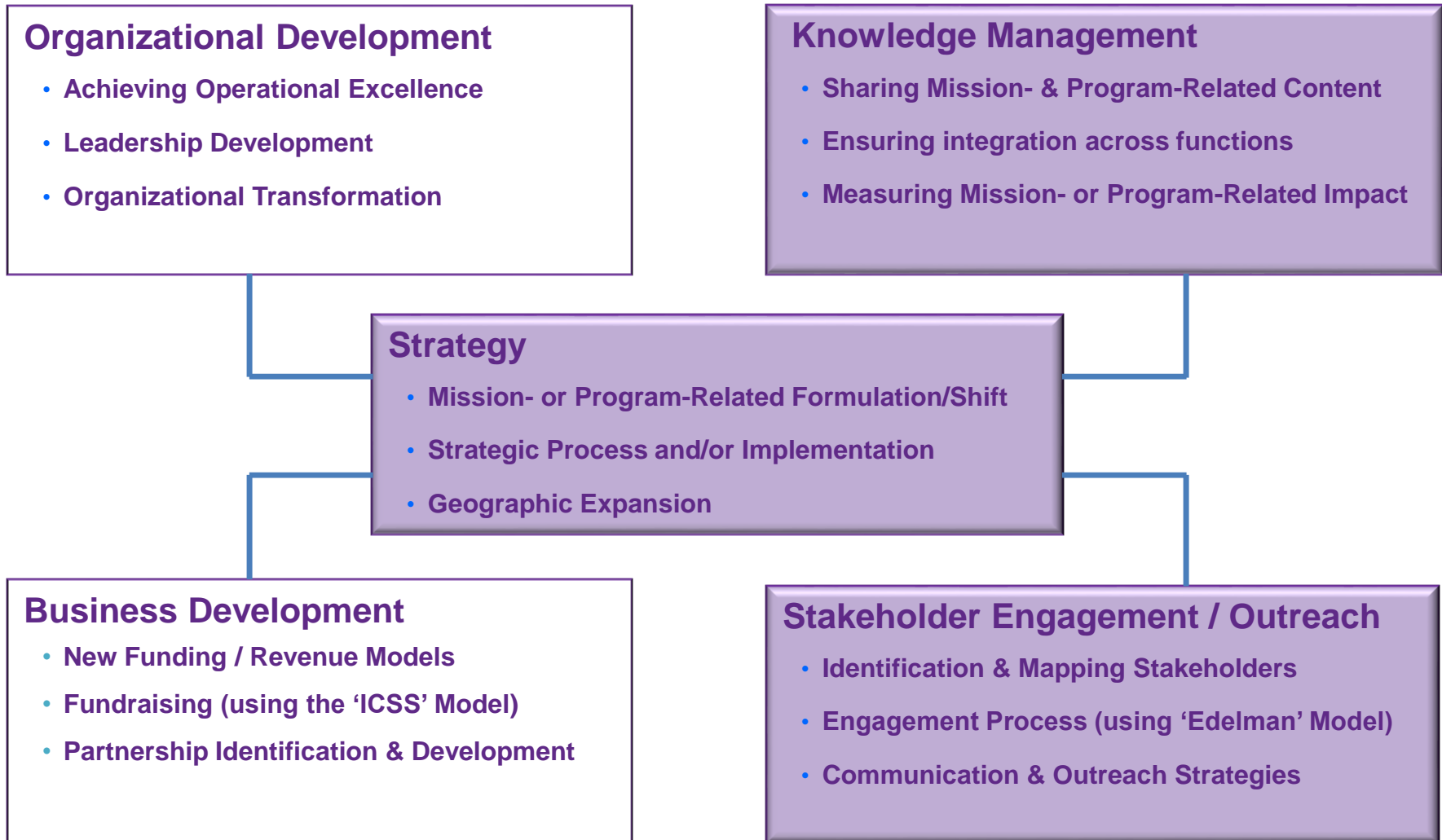
- **Governance**
- **Leadership**
- **Mission Creation**
- **Strategy**
- **Program Development & Implementation**
- **Fundraising & Income Generation**
- **Administration** (including **human resources**, financial management, and legal matters)
- **Partnerships & Collaboration**
- **Impact Assessment & Evaluation**
- **Advocacy & Policy Change**
- **Marketing, Communications & Outreach**

It is an iterative process to help an organization continually reflect on its work, organizational (infra)structure, and leadership focus and to ensure that they are fulfilling the mission and goals they originally set out to do.



Focus Areas

- typical issues / challenges facing not-for-Profit organizations



KM at Global Footprint Network

“Global Footprint Network (GFN) is a nonprofit science-based think-tank working with National Governments....to place ecological limits central to economic decision-making.”

As VP of Operations, a key responsibility was ensuring that, through the effective implementation of a robust KM program, GFN’s science-based approach to highlighting resource depletion along with it’s strategic programs and initiatives was communicated to a global audience in government, finance, development agencies and other stakeholder groups.



Knowledge Management – Why?

- Sharing Lessons Learned / Best Practice
- Knowledge Assessment
 - Understanding the “Art of the Possible”
 - An Audit of prevailing Strategy / People / Process / Technology/ Content
- Knowledge Capture Frameworks
 - Cross-Stakeholder Processes
 - Retention / On-Boarding
- Integration
 - Internally & Externally
- Measuring Impact
 - ...and reporting on it!
- Innovation

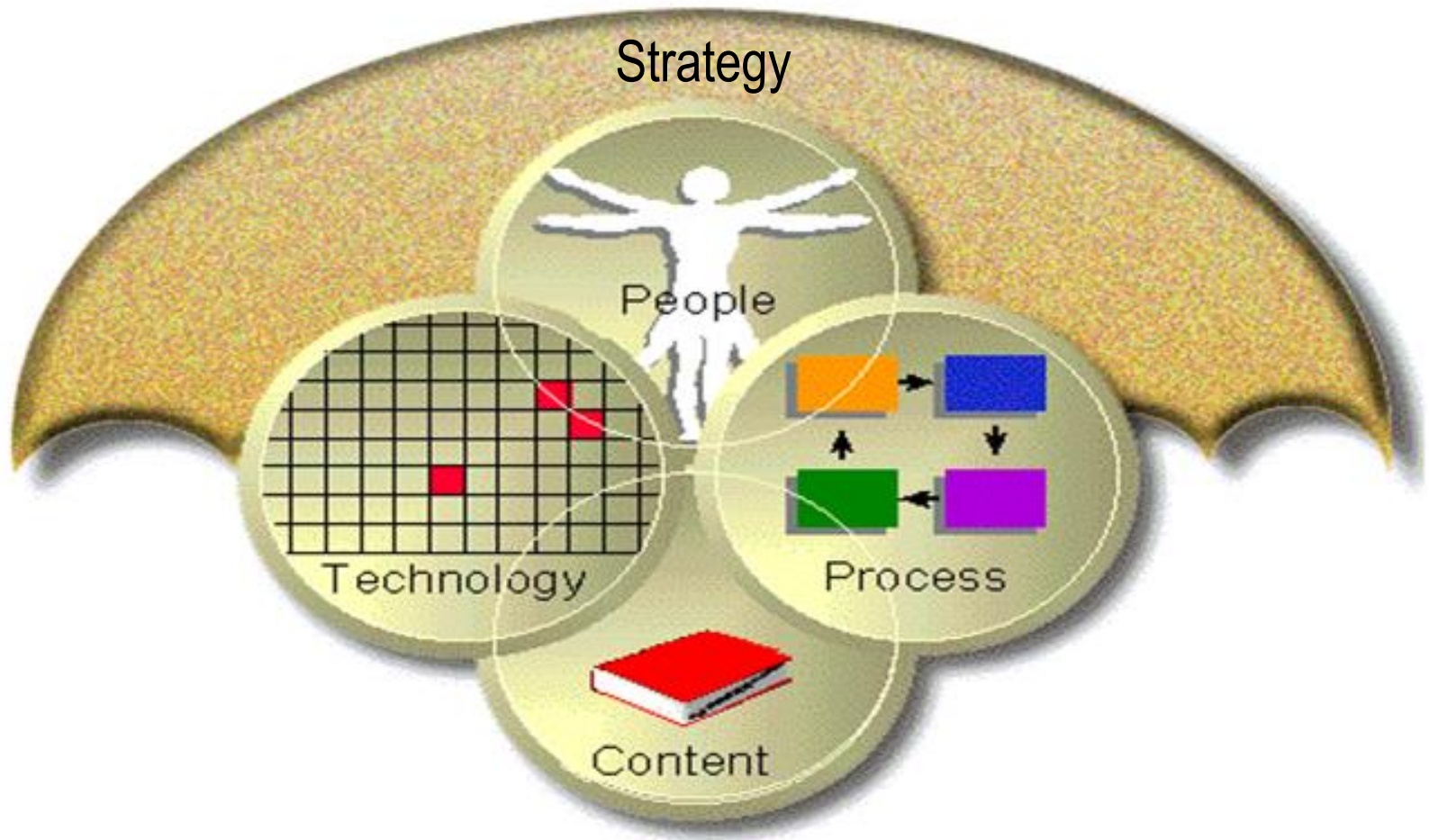


Knowledge Management

[Some] Methodologies /
Approaches



Core KM Model



A Knowledge Audit – example

A “Knowledge Audit” Process (questionnaire based on the Key Success Factors of KM)
Responses are ranked on a scale of 1 (Don’t Agree) – 5 (Agree Totally)

- Strategy, e.g.
 - In our organisation, it is common practice to exchange knowledge with clients, suppliers and other organisations in order to maintain our high level of service.
 - We are actively spreading important information and experiences throughout our organisation.
- People, e.g.
 - It is common practice that employees re-use each others work (presentations, quotations etc.)
 - Every individual in the organisation is prepared to share knowledge.



A Knowledge Audit – example (cont/d)

- Process, e.g.
 - Sampling of experiences and capturing these in best practices is an important part of our work.
 - A project is only finished once the lessons learned are captured.
- Technology, e.g.
 - Employees find it easy to search for information and knowledge with the tools available, such as intranet, etc.
 - Within the organisation there are sufficient channels via which one can search for knowledge.
- Content, e.g.
 - We check regularly what information and experience are needed by people to do their jobs.
 - All our employees are continuously updated on the newest development in their specialisation.



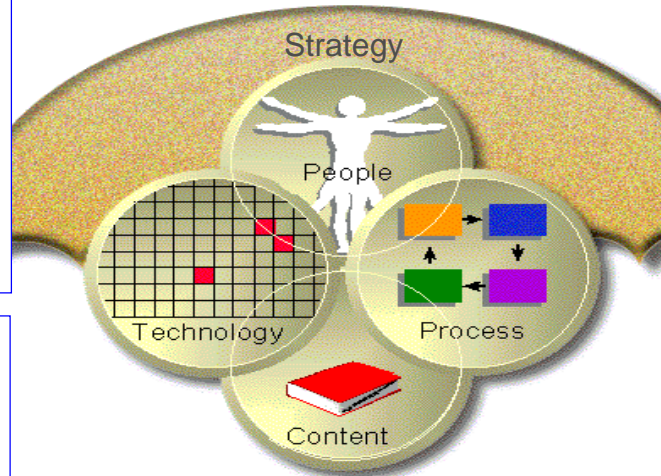
“Art of the Possible” – Enablers

Strategy

- Identify critical factors / decisions that will drive impact
- Establish case for business support
- Develop Board-level sponsorship

People [Organisation]

- Define measurements & incentives
- Define knowledge competencies & behaviours
- Develop knowledge processes for education / training
- Deploy communities / networks that meet strategic needs
- Anticipate and manage changes in work habits and behaviours
- Establish shared services



Technology [Infrastructure]

- Establish basic connectivity
- Establish robust content management capability
- Establish community enablement
- Establish project enablement
- Establish shared infrastructure for search/navigation, collaboration, content management, content delivery

Processes

- Create policies and procedures
- Identify knowledge leaders, resources and roles
- Develop and deploy knowledge processes to acquire, filter, develop, maintain, update and deploy necessary content

Content

- Identify strategic knowledge needs and sources
- Develop classification scheme that meets organization's needs
- Reorganise existing content
- Establish connectivity to external content
- Establish shared services for knowledge where needed



Benefits of a Successfully Implemented KM System

- Optimal Management Decision-Making
- Improved Stakeholder Relationship / Loyalty
- Smoother Collaboration Across Teams & Departments
- Improved Organisational Governance
 - Better Visibility of Internal Processes & Performance
- Improved Employee Satisfaction / Morale
 - Improved Employee Skills / Competencies
- Enhanced Innovation
- Increased Profitability/ Revenue
 - Demonstrate Greater “Value for Money”
- Improved Public Engagement*
 - Better Understanding of Community Needs & Aspirations



Stakeholder Engagement

[Some] Methodologies /
Approaches



Identifying Stakeholders

No Generic list – not even for a single entity; variables include industry, geography, issue at-hand and are multi-dimensional –

- Responsibility
 - e.g. legal, financial or operational via contracts, policies or codes of practice
- **Influence**
 - e.g. informal or with formal decision making power to impede or drive success
- Proximity
 - e.g. most interaction with, usually key supplier(s) or those living next to your plant / office
- Dependency
 - e.g. employees and their families or suppliers with whom you are a dominant customer
- Representation
 - e.g. persons entrusted to act on behalf of others, i.e. Councillors, etc.



Stakeholder Groups

- Investors
- Customers / Clients
- Suppliers
- Employees (& families)
- Host Communities
- Media / Trade Associations
- Trade Unions
- Institutions (e.g. Agencies)
- NGOs
- Pressure Groups
- Government(s) / Regulators
- Competitors / Peers
- Opinion Leaders / Commentators
- Academia

Sources: UN & AccountAbility



Engaging Stakeholders

WHY engage?

- Obligation – Not Legal (yet!)

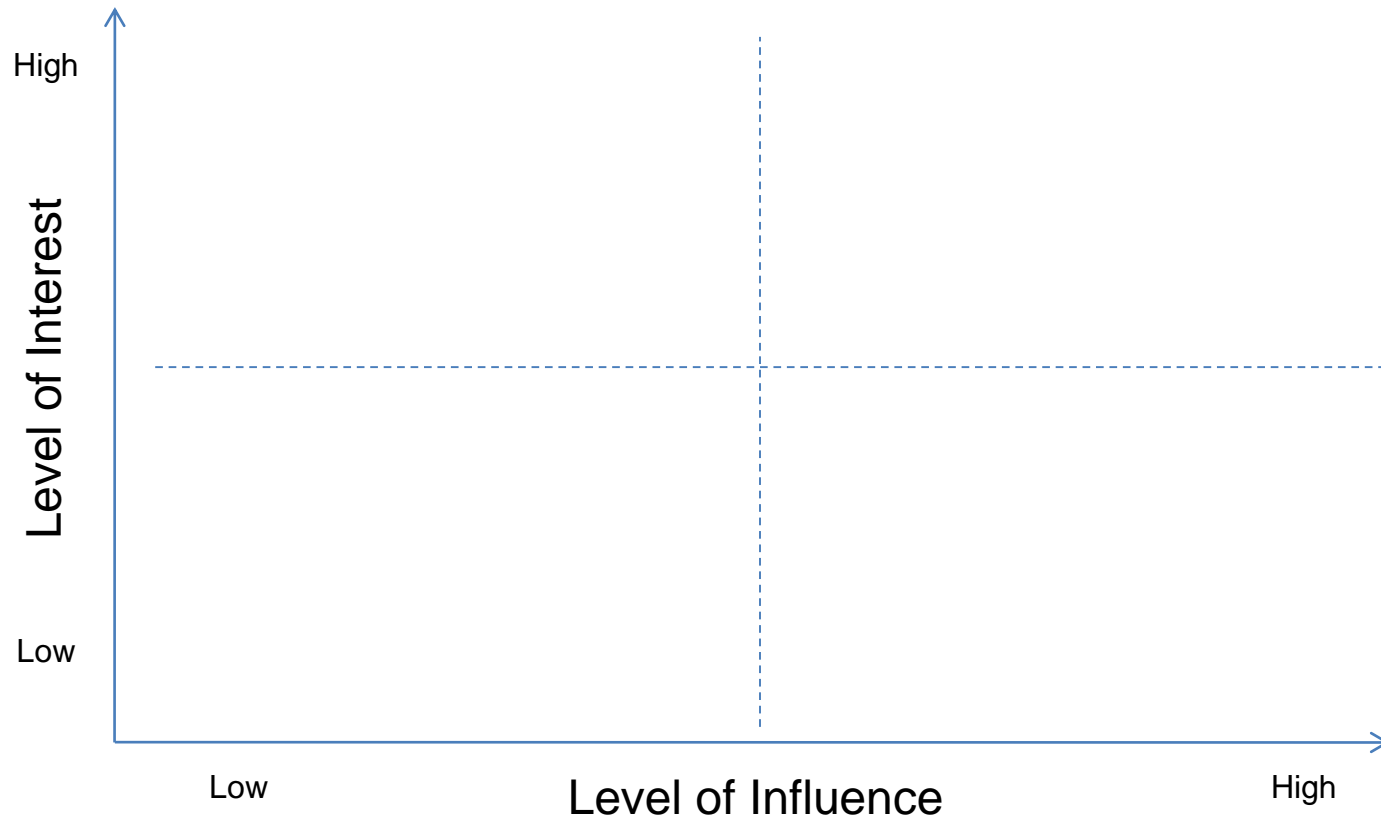
“Although primarily the responsibility of national governments, businesses nevertheless have a responsibility to play a part in ensuring the protection and promotion of human rights within their own operations and within the sphere of influence” – UN Global Compact

- Increasing expectation on businesses, e.g. GRI, AA1000, ISO26000
- Risk Reduction – Good Corporate Governance
- Sustainable Competitive Advantage – Enhanced Brand / Image Reputation

The process of Engagement is NOT only via “Communication” (two-way preferably), but should include Consultation, Dialogue and Partnerships too.



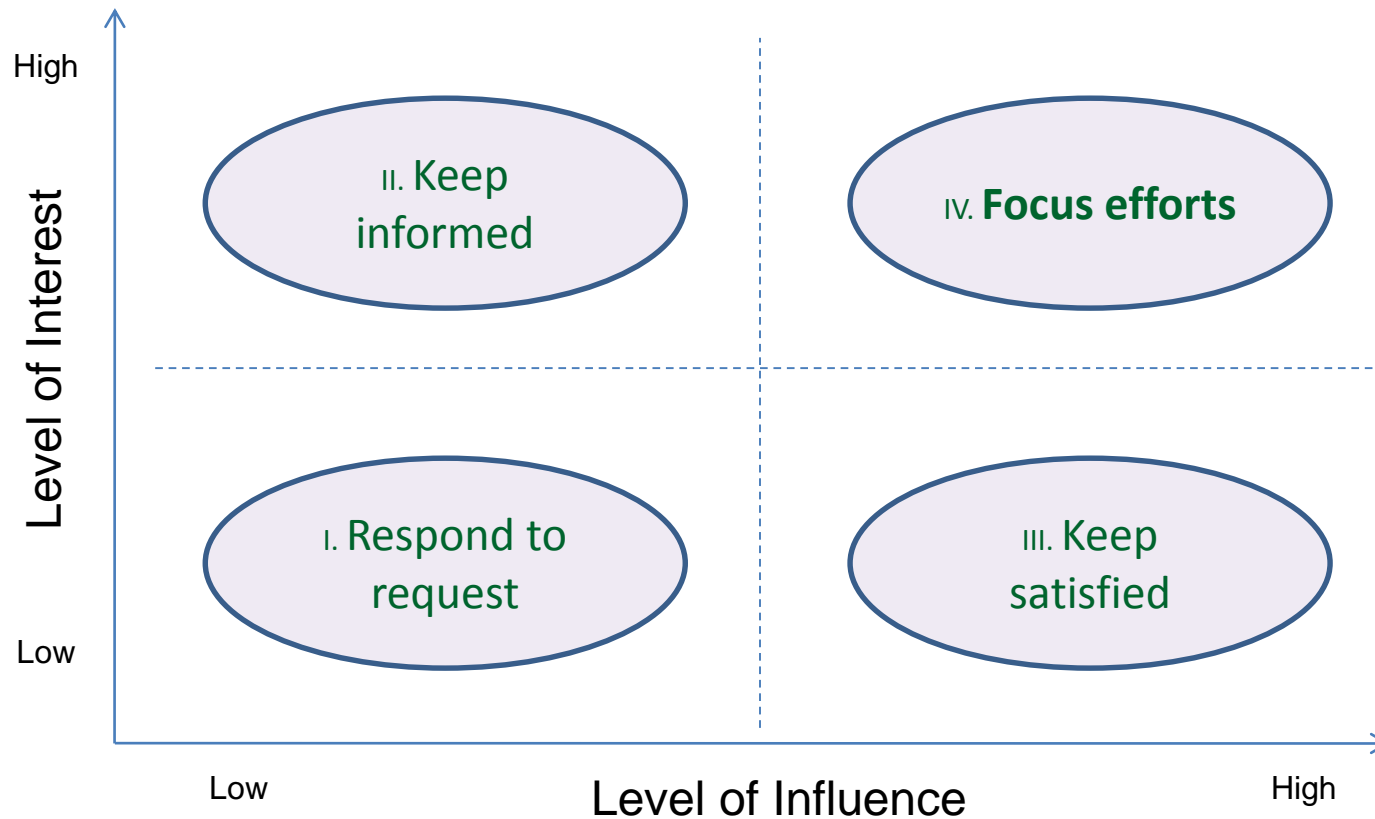
Mapping your Stakeholders



Source : BEC



Mapping your Stakeholders



Source : BEC



GFN - Stakeholder Groups

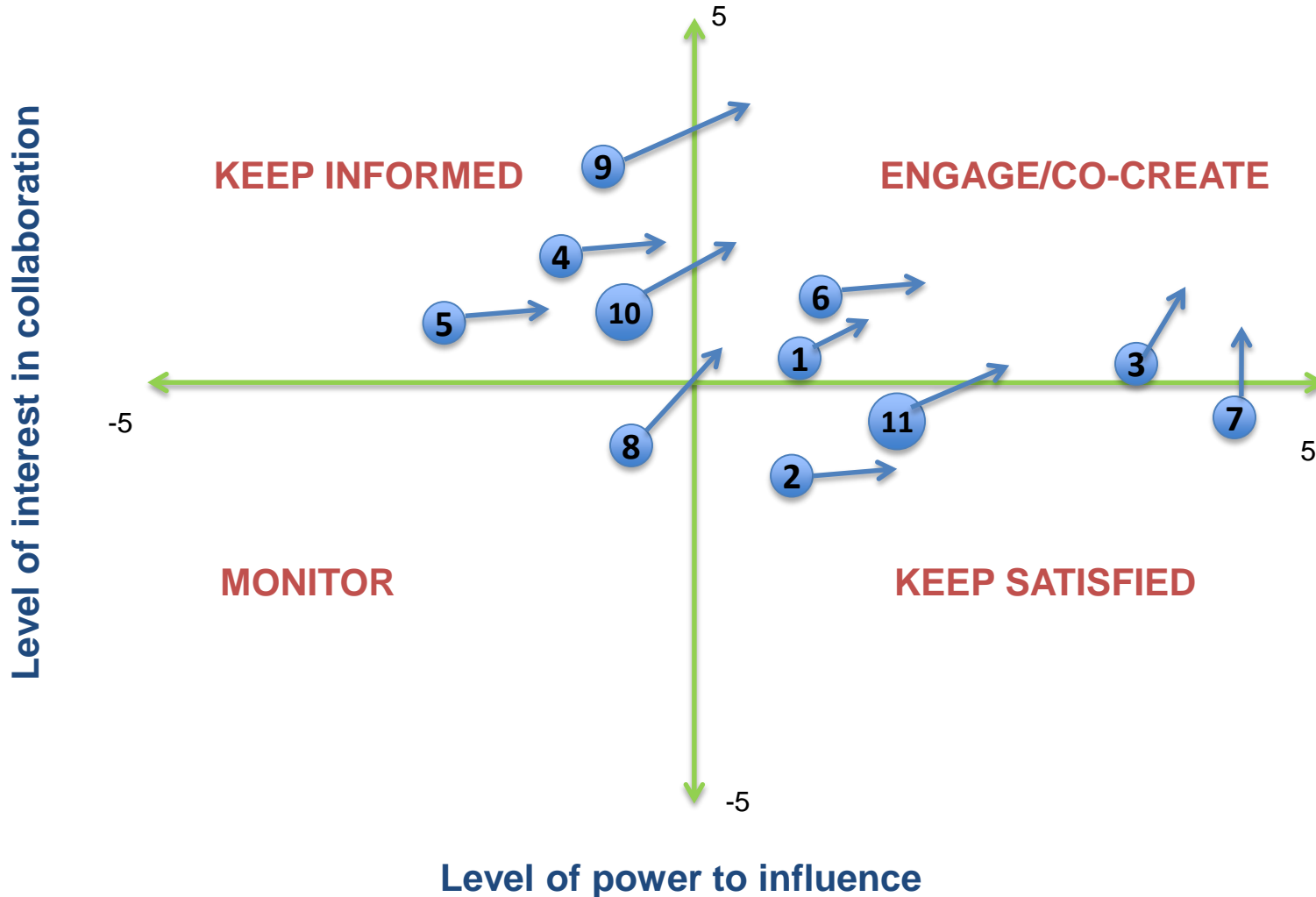
1. Funders (Foundations)
2. Individual Donors
3. Data Suppliers (e.g. UN)
4. Employees (& families)
5. Media / Trade Associations
6. Development Agencies
7. NGOs
8. Government(s) / Regulators
9. Competitors / Peers
10. Opinion Leaders / Commentators
11. Academia / Science-based Community

Sources: UN & AccountAbility



Stakeholder Map - Communications

GFN - Power/Interest Grid



Engaging Stakeholders

Consultation [Keep Informed]

- Ad-hoc stakeholder advisory meetings
- Questionnaire surveys
- Online feedback and discussion forums
- Workplace assessments
- Focus Groups

Partnerships [Focus Efforts / Co-Create]

- Joint Ventures
- Multi-Stakeholder initiatives
- Local sustainable development projects
- Alliances

Communication [Respond to Request]

- Newsletters – Internal & External
- Website / Social Media Platforms
- Company Reports & Collateral
- Thought Leadership / White Papers
- Press Releases / Conferences
- Employee Training

Dialogue [Keep Satisfied]

- Multi-Stakeholder Forums
- Leadership Summits, e.g. Davos etc.
- “Clouding” on Social Media Platforms
- Advisory Panels



Stakeholder Engagement - Summary

Effective and strategically aligned stakeholder engagement can –

- Lead to more equitable and sustainable social development by “giving voice” to those who have a right to be heard the opportunity to be considered in decision-making processes
- Enable better management of risk and reputation
- Allow resource-pooling for more efficient problem solving
- Enable understanding of complex business environments to drive strategic opportunities
- Enable organisations to learn from stakeholders, resulting in process improvements
- Build trust between a company and its stakeholders

– Maria Sillanpää, *The Stakeholder Corporation: a blueprint for maximizing stakeholder value.*



Questions?

KMPact

Geoff Trotter

HK : +852 6103 7720

TH : +66 9 3109 1492

US : +1 415 565 9382

e : geoffreytrotter@gmail.com

w : www.kmpact.org

t : @KMPact

